U.S. Agency for International Development
Europe and Eurasia Bureau

Workshop Report
on the
Central and Eastern Europe
Regional Training Workshop
(Condensed Version)

Bucharest, Romania
November 1-5, 1999

E&E/EEUD (E&E Training Office)
U.S. Agency for International Development
Washington, DC 20523

This report was prepared for E&E/EEUD, U.S. Agency for International Development by the International Science and Technology Institute, Inc. (ISTI) and Training Resources Group, Inc. (TRG) under Indefinite Quantity Contract AEP-0085-I-6017; Delivery Order 8.

This report may be ordered from:
USAID Development Experience Clearinghouse
1611 North Kent Street
Suite 200
Arlington, VA 22209
Tel.: (703) 351-4006
Fax: (703) 351-4039
http://www.dec.org

It may also be downloaded from
http://www.enitraining.net

Inquiries about this report should be directed to:
James Nindel
E&E/EEUD (E&E Training Office)
U.S. Agency for International Development
Washington, DC 20523

Tel.: (202) 712-5317
Fax: (202) 216-3409
E-mail: jnindel@usaid.gov

Table of Contents **Page**

Acronyms ii

Executive Summary 1

Workshop Sessions

Day 1 3

Day 2 7

Day 3 10

Day 4 13

Day 5 15

Attachments

1. Workshop Attendees 21
2. Agenda 25
3. Country Banner Maps 27
4. Components of the Performance Monitoring Plan for Training 31
5. Specific Recommendations to Improve the TEOL 33
6. Concurrent Session Discussion Questions 35

Acronyms

BiH	Bosnia –Herzegovina
CEE	Central and Eastern Europe
E&E	Europe and Eurasia Bureau / USAID
EEUD	Office of Environment, Energy and Urban Development
FOS	Field of Study
FRY	Federal Republic of Yugoslavia
GOS	Government of Slovakia
HCD	Human Capacity Development
ICT	In-Country Training
ISTI	International Science and Technology Institute, Inc.
M&E	Monitoring and Evaluation
PMP-T	Performance Monitoring Plan for Training
SO	Strategic Objective
TA	Technical Assistance
TCT	Third Country Training
TEOL	Training Events On-Line
TERF	Training Events Request Form
TRC	Training-for-Results Chain
TRG	Training Resources Group, Inc.
USAID	U.S. Agency for International Development
UST	U. S. Training
WL	World Learning, Inc.

U.S. Agency for International Development
E&E Bureau-CEE Regional Training Workshop

Executive Summary

A total of 31 representatives from the U.S. Agency for International Development (USAID) Central and Eastern Europe missions and World Learning, Inc. participated in a five day Regional Training Workshop from November 1 through November 5, 1999. The workshop, held in Bucharest, Romania, was sponsored by the training office of USAID's Europe and Eurasia (E&E) Bureau in Washington, D.C. The TRANSIT-Support project[1] and World Learning (WL) designed and implemented the workshop in collaboration with the E&E training office. The workshop was facilitated by two Training Resources Group, Inc. staff. (See Attachment 1 for a list of attendees and facilitators.)

By the end of the workshop, those attending had:

1. Shared innovative mission and country approaches and events implemented in the past year.

2. Discussed current USAID/E&E training issues.

3. Participated in hands-on training sessions on how to:

   - Use the Training-for-Results Chain (TRC) to help design and monitor training events that support the achievement of Mission Results Frameworks, and

   - Complete a Training Events Request Form (TERF) using the TRC and the Training Events On-Line (TEOL) system.

The five day workshop included facilitated, interactive sessions on:

- Innovative approaches being used to support in-country, third country and U.S. based training programs.

- Specific programmatic issues related to the World Learning TRANSIT Delivery Order.

- The new TRC Chain Workbook.

- The revised TERF and use of the TEOL.

- The proposed regional training center in Sophia.

- Suggestions for strengthening In-Country Training, Leaving a Legacy, and Monitoring and Evaluation of Training.

- Planning how to use the TRC and TEOL to create a Mission Training Plan.

[1] TRANSIT Support Project team includes the International Science and Technology Institute, Inc. (ISTI) and Training Resources Group, Inc. (TRG) .

Lessons Learned from the Workshop

- The design worked well. There was a high level of active participation and interaction in all of the sessions throughout the workshop.

- The regional and country presentations on Day One were well organized and succinct, and provided an opportunity for group members to hear about the work of their peers. Requesting each region, in advance, to prepare a presentation made the sessions useful and relevant.

- The TRC Workbook was relevant to the work being done by both USAID and AED staff. Following the training session, USAID and AED staff were planning to use the TRC workbook and exercises to

    - develop their mission training plan,
    - brief their own staff on the link between training and the Mission's SOs, and
    - work with TA contractors and other training providers on designing specific training events.

- Participation of both USAID Mission staff and AED staff was useful for discussion and planning purposes.

- Group members actively participated in the small group sessions and produced quality work products, particularly the TRC Planning Phase activity.

- Regional discussion sessions on programmatic issues were substantive and focused on actual problems. Follow-up is needed by the E&E Bureau, TRANSIT- Support, and AED on specific questions raised by field staff.

- The concurrent discussion sessions on the last day of the workshop resulted in specific recommendations on how to improve in-country training, how to enhance in-country capacity building to leave a legacy, and ways to monitor and evaluate training.

The following report provides details about the design, content, and results of the workshop.

Workshop Sessions

Day 1, Monday, November 1, 1999

Monday's Agenda

- Welcome / Introductions / Objectives
- View from D.C.
- Country Presentations
- Programmatic Issues
- Reception

Welcome

The workshop was held at the Crowne Plaza Bucharest Flora Hotel. The opening session included a welcome from Denny Robertson, USAID/Romania Mission Director, who provided an overview of Romania's program which is the largest bilateral program in the region. He highlighted the importance of integrating training into the Mission's programs and discussed the Mission's changing emphasis from individual training to group training. The Mission Director identified several challenges for training providers, including:

- Increasing emphasis on North/South training.

- Regional integration (the desire of the CEE countries to become members of the EU).

- Utilization of ethnic Europeans in U.S.–sponsored training to alleviate the braindrain.

- Coordination of USAID sponsored training with training offered by other U.S. agencies.

Jim Nindel, from the E&E training office in Washington, also welcomed the group and highlighted the importance of training as a developmental tool. He stressed the critical role that USAID and World Learning staff play in ensuring that training is carefully planned to address strategic needs, is of the highest caliber, is innovative, and is carefully monitored. He urged the group members to use the workshop to share experiences, get answers to their questions and learn something new.

Following the welcome presentations, each participant introduced him/herself by giving their name, briefly describing their job and sharing a name card they had designed earlier in the morning.

The facilitators, Kathy Alison and Maureen McLaughlin, provided an overview of the objectives and agenda for the workshop and introduced the guidelines for working together. (See Attachment 2 for the workshop agenda.)

View from D.C.

Following a coffee break, Jim Nindel provided an update on the current situation in USAID/Washington.

Topics included:

- Bureau name change (from ENI to E&E) and the status of the Bureau
- Information on the new Administrator
- Clarification of the role of the E&E Bureau and Global Bureau re training
- Introduction of the E&E Bureau training office staff and clarification of their roles
- Status of funding appropriations / budget for FY 2000
- Status and scope of World Learning's new Delivery Order

Country Presentations

The remainder of the morning and early afternoon focused on country presentations. Each USAID mission / WL country team presented a ten minute overview of successful training activities or events implemented by USAID and World Learning during the last year[2]. A brief discussion followed each presentation. The topic areas covered by the country teams included:

Albania: Results of a U.S. based training program for "The Garment Ladies", women decision makers who own and operate garment factories. The training resulted in improved productivity, new and better jobs, and purchase of new equipment. – Matty Thimm (WL)

BiH: Innovative methods being used in Bosnia to support in-country training (ICT), including U.S. trainer preparation, partnering with host-country institutions, using host country experts as co-trainers, using WL staff as ICT facilitators, and how ICT evaluations are being used – Zubeida Kadic (USAID) and Patricia Johnson (WL)

Bulgaria: Overview of training being provided under each Strategic Objectives (SO) and update on regional initiatives, participatory approach to development of annual training plan and the status of the Human Capacity Development Committee – Nora Ovcharova (USAID) and Julie Dargis (WL)

FR Yugoslavia: Update on recent activities in Kosovo, Serbia and Montenegro, including a needs assessment being conducted to identify potential training to support USAID programs in Serbia and Montenegro. The Sarajevo mission is responsible for management of USAID interventions supporting the reconstruction process in Kosovo – Julie Dargus (WL)

[2] Handouts of the presentations were provided to group members during the workshop. Copies are available directly from the TRANSIT staff and World Learning.

Croatia: Overview of the results of a training program that combined U.S. and ICT on agricultural cooperatives and associations – Jerry Martin (WL)

Hungary / TCT: Highlights of a regional program on Women Entrepreneurs' Business Networking, which included 21 participants from Albania, BiH, Bulgaria, Croatia, Macedonia, and Romania. – Cecile Kenyon (WL)

Lithuania: Success story on a series of integrated training activities to provide in-service training for key officials from the Ministry of Finance – Indre Biskis (WL)

Macedonia: Overview of a program for Civil Society Organization Coalitions. Focus of the program is to help communities and citizens form networks and coalitions to address public policy issues - Matt Brown (WL)

Romania: Objectives and results of TCT on Community Building in Post Communist Romania - Randal Thompson (USAID) and Bill Saur (WL)

Slovakia: Highlights of training for GOS high priority activities - anti-corruption, local government decentralization, and banking and enterprise sector restructuring - Zuzana Licakova (USAID) and Regina Connor (WL)

Programmatic Issues

Programmatic issues were introduced in the 3:00 pm session on Monday. Brief presentations were made by Jim Nindel, Jeffrey Shahan and Colin Davies as well as Patricia Poulton and Michelle Wright. The objective of the session was to briefly highlight several programmatic issues and then provide an opportunity for group members to identify specific questions they had about these and other issues.

Presenters discussed the following programmatic issues:

1. In-Country Training (Jeff Shahan)
   - Venue, impact, distance learning
   - Highlights of distance learning in Romania (Bill Saur)

2. Leaving a Legacy (Jim Nindel)
   - What it is and how do we do it

3. In-Country Capacity Development (Colin Davies)
   - Brief introduction to Sandy Shumway's work on the proposed regional training center in Bulgaria
     (The group was told that a discussion of existing mechanisms and of the proposed regional center would continue on Friday.)

4. TEOL Update (Jim Nindel)
   - Bureau's expectations/rationale for implementation of the TEOL
   - Status and roll-out schedule

5. TraiNet Update (Pat Poulton)
   - Quick definition of what TraiNet is to be used for (Management/Reporting)
   - Bureau's view – what Missions can do with tool
   - Quick clarification of data collection needs and role of World Learning / Missions / TA contractors (Designated TraiNet coordinators)

6. E&E Training Manual (Jeff Shahan)
   - HAC – will discuss in more detail later in week
     - Pre-existing conditions/waivers
     - Plan C
   - Sending contractor's staff to U.S. training
   - Stakeholder Agreement / Conditions of Training
   - Review of suggestion form for input into development of E&E manual (Michelle)

Identification of Specific Questions on Programmatic Issues

Each table group then discussed and identified critical programmatic questions to be answered before the end of the workshop. Each table brainstormed a list of questions and wrote them on flipchart paper. (These issues were discussed in greater detail during the programmatic issues sessions on Wednesday afternoon and Thursday morning.)

Evening Reception

A reception was held Monday evening at the hotel for the group, local training providers, and representatives from the USAID/Romania Mission.

Day 2, Tuesday, November 2, 1999

Tuesday's Agenda

- Training Session on the Training-for-Results (TRC) Chain

Introduction to the TRC

The focus of the second day shifted to an interactive, hands-on training session on the use of the TRC. The facilitators introduced a new tool, the TRC Workbook, through lecturettes and small group exercises. The workbook was developed by Training Resources Group, Inc. (TRG) in close collaboration with the E&E training office and TRANSIT-Support Project, World Learning and AED[3].

The TRC workbook was designed to help Mission program officers, training providers, and TA contractors design, implement, monitor, and evaluate training events and programs that will support the achievement of USAID strategic objectives and results.

The workbook was created to

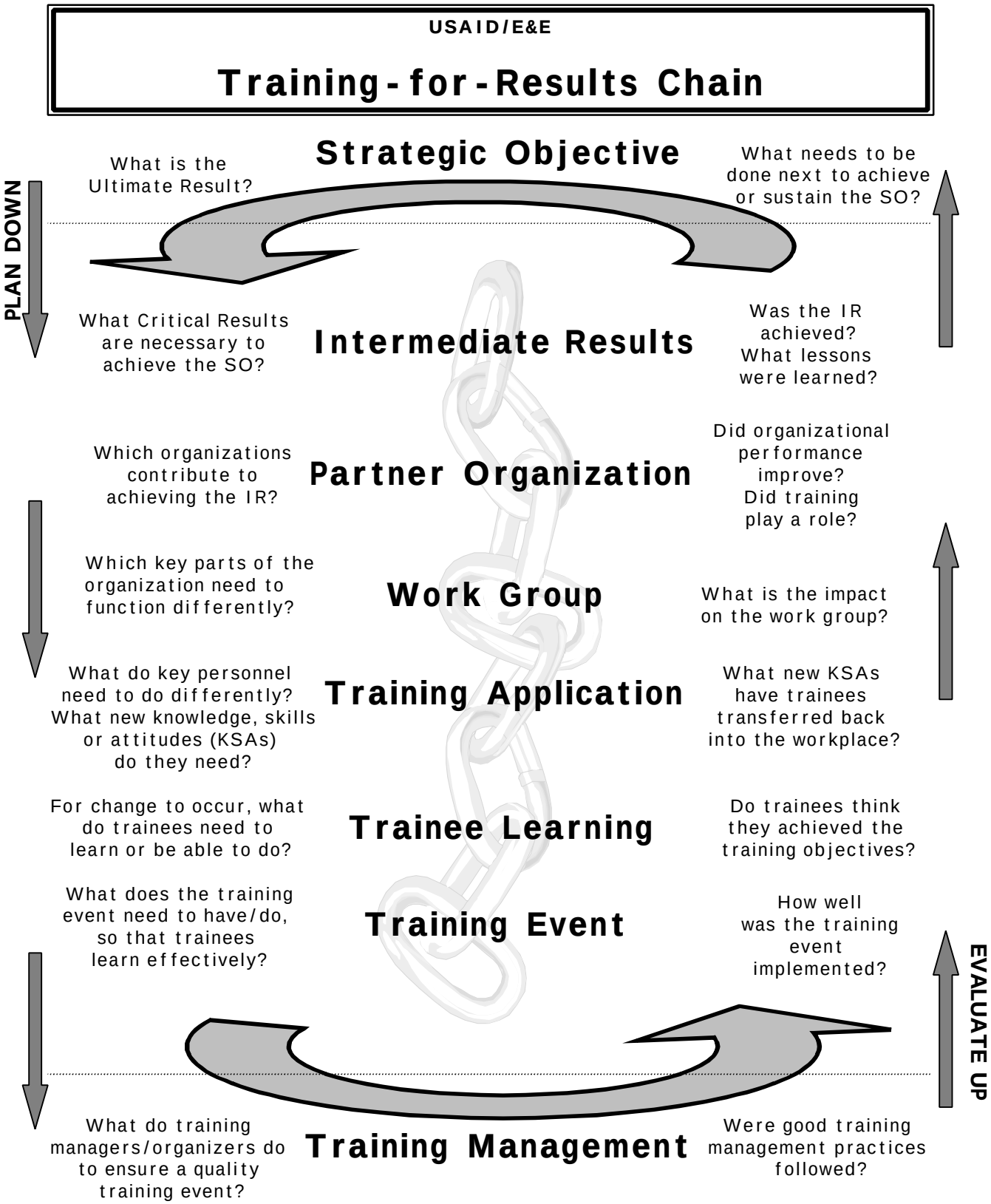
- clarify how training events and training plans contribute to achieving a Mission's strategic plan;
- define the links of the TRC and explain the step by step process for using the chain to plan training events; and
- provide a reference for using the TRC to complete the Training Events Request Form (TERF) on the Training Events On-Line (TEOL).

Tuesday's session objective was to provide an opportunity for group members to gain hands-on experience in the use of the TRC to design training events that support the achievement of Mission Results Frameworks.

The morning session included

- An icebreaker to assist group members to reflect on their role in designing training and on their past experiences using the TRC to design training.
- A brief overview of the TRC and the entire TRC workbook. (See the revised TRC on the following page.)
- Highlights of the first four links of the TRC Workbook – the Strategic Objectives, Intermediate Results, Partner Organizations, and Work Group links.
- Country team exercises to begin planning a training event using the TRC.

[3] Copies of the TRC Workbook are available from USAID Development Experience Clearinghouse, 1611 N. Kent Street, Suite 200, Arlington, VA 22209. Tel: 703-351-4006, Fax: 703-351-4039, http://www/dec.org. Document ID/Order Number: PN-ACF-889.


USAID/E&E
Training-for-Results Chain
Strategic Objective
What is the Ultimate Result?
What needs to be done next to achieve or sustain the SO?
PLAN DOWN
What Critical Results are necessary to achieve the SO?
Intermediate Results
Was the IR achieved? What lessons were learned?
Which organizations contribute to achieving the IR?
Partner Organization
Did organizational performance improve? Did training play a role?
Which key parts of the organization need to function differently?
Work Group
What is the impact on the work group?
What do key personnel need to do differently? What new knowledge, skills or attitudes (KSAs) do they need?
Training Application
What new KSAs have trainees transferred back into the workplace?
For change to occur, what do trainees need to learn or be able to do?
Trainee Learning
Do trainees think they achieved the training objectives?
What does the training event need to have/do, so that trainees learn effectively?
Training Event
How well was the training event implemented?
EVALUATE UP
What do training managers/organizers do to ensure a quality training event?
Training Management
Were good training management practices followed?

For the first TRC exercise, the group members divided into country teams:

Group 1: Macedonia
Group 2: Bosnia and Croatia
Group 3: Slovakia and Albania
Group 4: FRY, Bulgaria, and Romania

and then completed the following tasks:

1. Review the R4 and the Strategic Objectives, Intermediates Results and Indicators from the missions represented.
2. Identify which of the S0s and IRs have training as part of the Result Package.
3. Select one S0/IR to focus on.
4. Identify a Partner Organization and/or Work Group that is working on the SO/IR selected.
5. Enter the information on the Banner Map provided.

In the early afternoon, each group shared the results of their work on the Banner Map through a quick report out. Following clarifications and discussion, the facilitators introduced the second part of the TRC Planning Phase – the Training Applications, Trainee Learning, Training Event, and Training Management links. The country teams then continued to plan a training event (or series of events) by completing the final part of the Planning Phase Banner Maps.

Their task was to return to the country groups and

1. Identify the Knowledge and Skills that will be needed by members of the Working Groups for whom the training is being developed.
2. Write Objectives, based on the Knowledge and Skill needs identified.
3. Identify any special considerations that were necessary, such as the number of training events that would be required to achieve the objectives.
4. Review the SO/IRs to make sure the training objectives are relevant.

By the end of the afternoon, each group had completed a banner map that targeted a specific SO and IR.

▪ Macedonia:	SO 2.1	Increased citizen's participation
▪ Bosnia and Croatia	SO 2.1	Increased, better informed citizen participation in the political process
▪ Slovakia and Albania	SO 3.2	Improved sustainability of social benefits and services
▪ FR Yugoslavia, Bulgaria, Romania	SO 3.3	Mitigation of adverse social impacts of the transition to market based economies (New SO)

Group work was presented during a final plenary session. (See Attachment 3 for the completed Banner Maps.)

Day 3, Wednesday, November 3, 1999

Wednesday's Agenda

- Linking the TRC to the TEOL
- Programmatic Issues
- Site Visits

Linking the TRC to the TEOL

On Wednesday morning, the group participated in a hands-on training session linking the TRC to the TEOL system, led by Aileen Kishaba.

The objectives of the session were to:

- Describe the four areas of the TEOL system (Repository, Training Event Request Form, Executive Narrative, and Summary Table) and their purpose in an E&E Training Plan.

- Transfer TRC exercises from the banner maps to the appropriate TERF sections of the TEOL.

- Demonstrate the ability to use the revised and improved TEOL system.

It was noted that the TEOL can be used to:

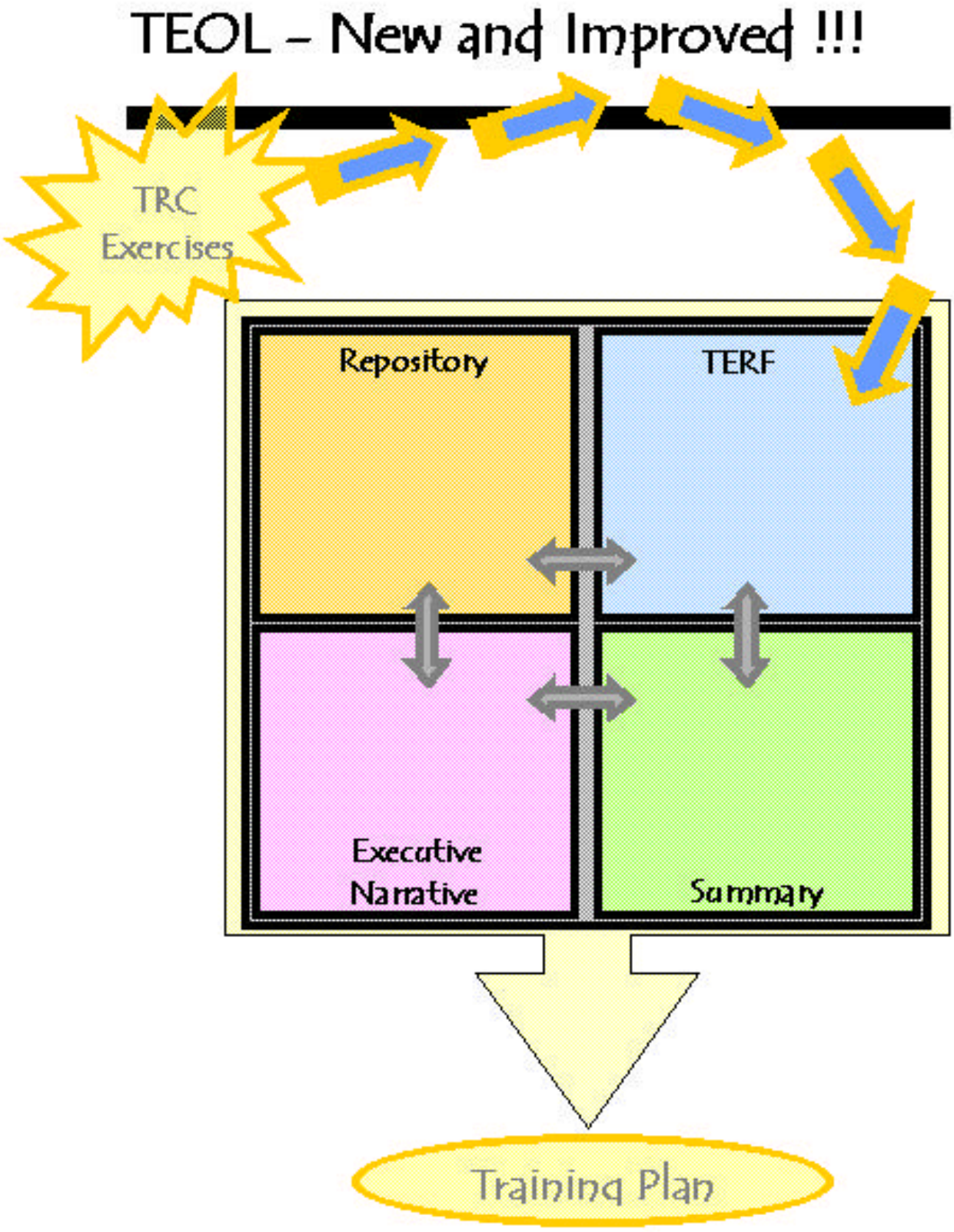
- Share Training Plans among Missions (to help trigger ideas for potential training events, formulate regional training events, and coordinate cross-cutting training events),

- Standardize a process which models/reflects the critical thinking used in the Training-for-Results Chain, and

- Streamline the approval process – while still allowing for hardcopy if preferred.

The TEOL session included a brief lecturette on the four components of the TEOL system (see diagram on the next page) and a practice session on computers that had been programmed with the TEOL system to allow the country teams to begin developing a training event on-line. Each group member received a copy of the revised *TEOL User's Guide and Tutorial*[4] as a reference.

[4] Copies of the *TEOL User's Guide and Tutorial* are available from the USAID Development Experience Clearinghouse, 1611 N. Kent Street, Suite 200, Arlington, VA 22209. Tel: 703-351-4006, Fax: 703-351-4039, *http://www/dec.org.* It may also be downloaded from *http://www.enitraining.net.*


TEOL – New and Improved !!!
TRC Exercises
Repository
TERF
Executive Narrative
Summary
Training Plan

Programmatic Issues

After lunch, the programmatic issues and questions identified by the group on Monday afternoon were discussed. The discussion continued on Thursday morning.

Site Visits

The remainder of the afternoon was spent on site visits. Romania / WL staff had arranged for the group to visit one of two former trainees who had participated in USAID-funded training. One group visited the Gavroche Center, a home for street children in Bucharest. The other group visited Kasta Metal, a woman-owned small enterprise specializing in pools and saunas. The visits provided an opportunity for group members to see the impact of USAID-funded training.

Day 4, Thursday, November 4, 1999

Thursday's Agenda

- Programmatic Issues
- Monitoring and Evaluation phase of the TRC
- In-house meetings for USAID and World Learning staff
- Traditional Romanian dinner

Programmatic Issues

Thursday morning was spent in a facilitated discussion of the programmatic issues and questions identified by the group members on Monday afternoon. The topics discussed included:

1. Expectations for use of the TEOL.
2. Clarification on the use of TraiNet.
3. Clarification on the expectations for WL to comply with the inter-agency working group cable requesting data on trainees.
4. Discussion of the E&E Training Manual – what it should include and how to get field input into the development of the revised manual.
5. Lead time for training programs – the importance of providing adequate lead time to allow for quality planning.
6. Monitoring and Evaluation of participant training results.

The group spent the morning discussing the issues and identifying next steps that are needed to clarify the issues.

Monitoring and Evaluation (M&E) Phase of the TRC

The final workshop session on Thursday focused on the Monitoring and Evaluation (M&E) phase of the TRC.[5]

The objectives of the session were to:

- identify possible ways to use the TRC to support the monitoring and evaluation of training, and
- review the components of a performance monitoring plan for training and discuss possible applications to the monitoring and evaluation of training.

The M&E phase can be used to identify the effects of training interventions on both the individual trainee and the partner organization and work group. The M&E data can be used to support TraiNet and the annual R4 process.

The group discussed the fact that the Performance Monitoring Plan for Training (PMP-T) is a tool that can be used to plan and manage the collection of performance data related to training. The process involves summarizing exit interviews, success stories and other data so that key findings are available to plan the next series of training events and inform the R4 process.

[5] The M&E phase of the TRC is explained in Chapter 5 of the TRC workbook.

Group participants noted that using the PMP-T to summarize information will

- provide timely information that allows greater participation in a Mission's strategic planning processes
- help raise the visibility of training in the mission, and
- show that training can support the achievement of Mission SOs.

The eight steps of the Performance Monitoring Plan for Training can be found in Attachment 4.

Afternoon Concurrent Sessions

USAID staff and World Learning staff participated in internal meetings for the rest of the afternoon.

Traditional Romanian Dinner

Thursday evening, the group reconvened for a traditional Romanian dinner.

Day 5, Friday, November 5, 1999

Friday's Agenda

- Suggestions to Improve TEOL
- Update on Proposed Regional Center for Excellence in Human Capacity Development
- Concurrent Discussion Sessions
  - In-country Training (ICT)
  - Leaving a Legacy / In-country Capacity Building
  - Monitoring and Evaluation of Training
- Application Plans
- Workshop Evaluation and Closing Ceremonies

TEOL Suggestions

As a follow-up to Wednesday's session on the TEOL, the group spent the first ½ hour of Friday morning identifying specific improvements needed in the TEOL to make it more useful for field staff.

Some of the more consistent suggestions included:

- Development of a section that allows discussion of follow-on activities.
- A way to keep certain sensitive information from being shared with the general public (such as performance gaps, background information, special considerations).
- Modification of the approval section, including adding position titles, levels of approval, and correct approval authority.

A complete list of the suggestions generated at the workshop to improve the TEOL can be found in Attachment 5.

Proposed Regional Center for Excellence in Human Capacity Development (HCD)

Sandy Shumway presented an overview of the draft concept for the Regional Training Center now under consideration in Bulgaria. She pointed out that a major purpose of the center would be to sustain support of USAID objectives in the CEE by strengthening local training capacity and encouraging regional networking, collaboration, and problem solving. The Bulgaria Mission is investing resources and is interested in additional input from other Missions in the region.

The key goals of the proposed Center might be to:

- Institutionalize training capacity to support E&E's strategic objectives.
- Strengthen human resource capacity required to address regional problems by building sustainable cross-border networks and partnerships.
- Establish a regional HCD information clearinghouse.

Following the presentation, table groups were asked to discuss three questions that would help in the development of the concept paper for the center. The questions were:

1. What needs do you, as training managers have that might be addressed through the proposed center?

2. What knowledge, skills, experience or other resources exist in CEE, E&E, Global/HCD or the US that would benefit training providers in your country/context?

3. What role might the center play in facilitating cross-border approaches to problem-solving?

Each table group reported their reactions. Examples of responses on the role that a Regional Center could play included:

- Identification and training of local and regional training providers.
- Institutional strengthening.
- Work on concrete cross-border SOs, particularly SOs shared between Missions.
- Use of other U.S. players in the region.
- Providing "survival" training for training institutions to help them be more sustainable.

Concurrent Discussion Sessions

The objective of the next session was to provide an opportunity for participants to discuss one of three topics in detail. The three topics included:

- In-Country Training
- Leaving a Legacy / In-Country Capacity Building
- Monitoring and Evaluation

(See Attachment 6 for the discussion questions)

In-Country Training Group Report

1. Definition of ICT

   Definition of In-country Training includes
   - capacity development (of individuals and institutions), and
   - institutional strengthening (including technical assistance).

   There are three types of ICT
   - conferences,
   - courses, and
   - HCD packages (workgroups, task forces, institutional linkages)

2. What do we need to do differently?

- More flexibility in defining participants.
- World Learning staff need to be more involved in planning ICT.
- WL staff could work as adjunct training providers.
- Streamline paperwork procedures.

Legacy Group Report

1. Defining Legacy – how would we know we were successful?

   - The legacy we leave should be individuals and institutions able to deal with problems.
   - Organizations USAID has worked with would be doing something better, more effectively and efficiently.
   - The four Cs of legacy: building confidence, courage, chutzpah and capacity to identify and solve new problems.
   - The Bureau needs to concentrate on leaving a legacy of knowledge, skills, and attitudes, not just infrastructure or institutions.

2. Benefits of training to the U.S. – builds strategic allies, trading partners, U.S. jobs.

Monitoring and Evaluation Group Report

1. Type of information that is useful to missions for reporting results.
   - Missions and training providers need to go back to the results framework to see how training is supporting results - "what outcomes have been achieved because of training?".
   - The Audit Evaluation Program Support (AEPS) is a mechanism to monitor training results.

2. What are information needs for Mission Training Plan
   - The training plan has to help Mission Directors understand how resources will be used. It should be laid out by SOs.

3. Specific M&E tools that help support Mission and Bureau information needs.
   - Success Stories: Missions are not interested in Success Stories. This is a need from Washington.
   - The missions need input for the R4. The bottom line is making good progress toward achieving the SOs.
   - The information from training providers should focus on how training actually helped move a Strategic Objective.

<u>Application Plan</u>

The final group activity of the workshop was development of a back-home application plan. The group reconvened in their regional work groups and discussed what they plan to do when they go back to their work, particularly their application of the TRC and TEOL to the development of this year's Mission Training Plan.

After brief discussion, each team shared their action plans:

Team 1

Albania: Plans to use the banner map to discuss new SO (3.3.3.) with Mission and Technical Assistance (TA) contractors.
Plans to send a staff person to Bosnia to learn about the M&E protocol being used there.

Lithuania and Slovakia:

Plans to use banner map as a planning tool and make a presentation to other staff on results of workshop.

Team 2

Bosnia: Plans to replace current training form with TEOL – to use as a framework for design of training. Plans to give copies of TRC chart to all partners (USAID, TA) who are involved in training design. Plans to use PMP-T format to make executive summaries of relevant material.

Croatia: Same as Bosnia, plus plans to put training plan into TEOL and wants to bring someone from Bosnia to train on follow-up interview protocol.

Team 3

Macedonia: Plans to work closely with SO teams on training plan. Will wait on implementation of TEOL to see if changes are made. Wants to implement follow-up interview protocols, but needs more staff.

Team 4

Bulgaria: In the process of developing a means to work more closely with SO teams, including making sure training links to the IRs, helping them identify training needs more effectively, discussing how many participants need to be involved in training in order to have a critical mass.

Plans to help SO team leader defend Regional Center in January.

Will use banner map. Mission is not on-line with TEOL so will wait on that.

<u>Workshop Evaluation and Closing Ceremonies</u>

Before adjourning, the group was asked to evaluate the workshop. Responses indicated that group members found the workshop very useful. Selected comments included:

"The workshop format works much better than the conference format."

"Excellent – materials terrific, everything well organized and thought out"

"It was good – a bit too long. If it were shorter, maybe we could get more USAID program officers"

"Good because it was very participatory, hands on. Few talking heads"

"Individual presentations were extremely useful and productive"

"TRC was excellent – banner is a good tool"

"Enjoyed the TRC exercise and will use the banner map (and share it) with mission and TA staff"

"Still need more training and clarification on TEOL"

"Very relevant – 80% useful for me at the field level"

"Very good design overall. Excellent facilitation"

Closing Ceremony

Jim Nindel and Colin Davies distributed certificates to everyone attending the workshop as well as two group photographs. Both thanked the organizers, participants and facilitators for their efforts.

The workshop was adjourned.

Attachment 1

USAID/E&E Bureau
Regional Training Workshop
Bucharest, Romania
November 1- 5, 1999

Workshop Attendees

USAID

1. Zubeida Kadic
   Training Officer
   USAID/BiH, BiH
   Ph - 387-71-667-90
   Fax - 387-71-667-89
   zkadic@usaid.gov

2. John Grant
   Mission Director
   USAID/Bulgaria
   Ph - 359-2-963-1220
   Fax - 359-2-951-5071
   jgrant@usaid.gov

3. Ecaterina Vasile
   Program Management Specialist
   USAID/Bucharest, Romania
   Ph - 40-1-335-5806
   Fax - 40-1-337-2683
   evasile@usaid.gov

4. Randal Thompson
   Director, Office of Programs
   USAID/Bucharest, Romania
   Ph - 40-1-336-8892
   Fax - 40-1-337-2683
   rthompson@usaid.gov

5. Nora Ovcharova
   AE and PS Manager
   USAID/Bulgaria
   Ph - 359-2-963-12
   Fax - 359-2-951-50
   novcharova@usaid.gov

6. Melita Cokrevsak
   Assistant Program Officer
   USAID/Macedonia
   Ph - 389-91-117211
   Fax - 389-91-118105
   mcokrevsak@usaid.gov

7. Brad Fujimoto
   Program Officer
   USAID/Macedonia
   Ph - 389-91-117211
   Fax - 389-91-118105
   bfujimoto@usaid.gov

8. Zuzana Licakova
   Program Assistant
   USAID/Slovakia
   Ph - 421-7-5443-06
   Fax - 421-7-5443-47
   zlicakova@usaid.gov

9. Jim Nindel
   E&E/EEUD COTR Participant Training
   USAID/Washington
   Ph - 202-712-5317
   Fax - 202-216-3409
   jnindel@usaid.gov

WORLD LEARNING

10. Colin Davies
    Director
    World Learning, USA
    Ph - 202-223-4291
    Fax - 202-223-4289
    Colin.Davies@gtd.worldlearning.org

11. Suzanne Lawrence
    Finance Manager
    World Learning, USA
    Ph - 202-223-4291
    Fax - 202-223-4289
    suzanne.lawrence@gtd.worldlearning.org

12. Lisa Posner-Olocco
    Program Manager
    World Learning, USA
    Ph - 202-223-4291
    Fax - 202-223-4289
    lisa.posner@gtd.worldlearning.org

13. Anita Reichert
    Field Services Manager
    World Learning, USA
    Ph - 202-223-4291
    Fax - 202-223-4289
    anita.blevins@gtd.worldlearning.org

14. Bonnie Ricci
    Director of Programs
    World Learning, USA
    Ph - 202-408-5420
    Fax - 202-408-5397
    bonnie.ricci@worldlearning.org

15. Barbara Rieckhoff
Senior Program Officer
World Learning, USA
Ph - 202-223-4291
Fax - 202-223-4289
barbara.rieckhoff@gtd.worldlearning.org

16. Matty Thimm
Training Coordinator
World Learning/Albania
Ph - 355-42-40305
Fax - 355-42-40305
mthimm@wlearn.tirara.al

17. Patricia Johnson
Country Director
World Learning/BiH
Ph - 387-71-203-04
Fax - 387-71-203-04
pjohn2843@aol.com

18. Julie Dargis
Country Director/FRY
World Learning/Bulgaria
Ph - 359-2-986-525
Fax - 359-2-981-495
julie@worldlearning.bg

19. Gerald Martin
Regional Director
World Learning/Croatia
Ph - 389-91-481-79
Fax - 389-91-481-96
jerry.martin@wl.ter.hr

20. Cynthia Rogers
Program Director
World Learning/Croatia
Ph - 385-1-439-519
Fax - 385-1-4819-698
trogers@zg.tel.hr

21. Cecilia Kenyon
Regional TCT Director
World Learning/Hungary
Ph - 361-329-2728
Fax - 361-329-2728
cecile.kenyon@worldlearning.hu

22. Indre Biskis
Program Director
World Learning/Lithuania
Ph - 3702-650-135
Fax - 3702-650-631
world.learningib@post.5ci.lt

23. Matt Brown
Program Director
World Learning/Macedonia
Ph - 389-91-132-06
Fax - 389-91-116-197
matt@mol.com.mk

24. William Saur
Country Director
World Learning/Romania
Ph - 40-1-321-5986
Fax - 40-1-323-9794
transitro@aol.com

25. Regina Connor,
Training Coordinator
World Learning/Slovakia
Ph - 421-7-55-68-9
Fax - 421-7-55-68-6
kno@gtinet.sk

26. Mari Novak
Country Director
World Learning/Slovakia
Ph - 421-7-55-68-9
Fax - 421-7-55-68-6
know@login.cz

27. Sandy Shumway
World Learning Consultant, USA
Ph - 410-267-0705
Fax - 410-263-2425
sas@toad.net

TRANSIT-SUPPORT PROJECT

28. Patricia Poulton
Policy/Partnership Specialist
E&E Training Office USA
Ph - 202-661-4736
Fax - 202-661-4723
ppoulton@clark.net

29. Jeffrey Shahan
CEE/NIS Training Specialist
E&E Training Office USA
Ph - 202-661-4722
Fax - 202-661-4723
jshahan@usaid.gov

30. Michelle Wright
Program Assistant
E&E Training Office USA
Ph - 202-624-3197
Fax - 202-661-4723
mwright@istiinc.com

31. Aileen Kishaba
    ISTI Training Consultant, USA
    Ph - 703-683-5410
    Fax - 703-683-5410
    amkishaba@aol.com

FACILITATORS

32. Kathy Alison
    Senior Trainer
    Training Resources Group, USA
    Ph - 703-548-3535
    Fax - 703-836-2415
    kalison@trg-inc.com

33. Maureen McLaughlin
    Training Specialist
    Training Resources Group, USA
    Ph - 703-548-3535
    Fax - 703-836-2415
    mmclaughlin@trg-inc.com

Attachment 2:

USAID/E&E Bureau
Regional Training Workshop
Bucharest, Romania
November 1- 5, 1999
Workshop Agenda

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 Registration 9:00 Opening Session ♦ Welcome – Denny Robertson and Jim Nindel ♦ Introductions ♦ Agenda and Objectives ♦ Logistics 10:15 BREAK 10:30 View from D.C. - Jim Nindel (20 min presentation /10 min QandA) 11:00 Country Presentations -10 min presentations on recent innovative practices / events, by USAID/WL teams	9:00 Overview of the Day 9:05 Training for Results Chain – Planning Phase ♦ Small Group Activity ♦ Objectives of Training Session ♦ Overview of the TRC workbook 10:30 BREAK 10:45 Review of TRC Links 1-4 11:30 Small Group Activity Links 1-4 exercises	9:00 Overview of the Day 9:05 Linking the TRC to the TEOL - Aileen Kishaba 10:00 Small Group Activity – TRC/TEOL exercises 10:30 BREAK 10:45 TEOL / TRC group work, con't 12:00 Review of Morning / Overview of Afternoon	9:00 Overview of Day 9:05 Programmatic Issues: Jim Nindel, Jeff Shahan, Colin Davies 10:30 BREAK 10:45 Programmatic Issues, con't 12:00 TRC Monitoring and Evaluation Phase	8:30 Overview of the day 8:35 Brainstorm TEOL Suggestions 9:00 Regional Training Center Update – Sandy Shumway 10:30 Break 10:45 Concurrent Discussion Session: ♦ Group 1: In-country Training ♦ Group 2: In-Country Capacity Development ♦ Group 3: Monitoring and Evaluation 12:00 Group Reports 12:45 Application Plans	**World Learning Meeting**
Lunch	Lunch	Lunch	Lunch		
1:30 Country Presentations, 3:00 BREAK 3:15 Introduction of Programmatic Issues - Jim Nindel, Jeff Shahan, Colin Davies 4:00 Small Group Activity – Identification of additional programmatic issues to be discussed during week. 5:00 Overview of Tuesday Adjourn	1:30 Small Group Activity, con't Exercises for Links 1-4 2:00 Group Reports 2:45 BREAK 3:00 Overview of Links 5-8 3:45 Small Group Activity- Complete selected TRC exercises for Links 5 –8 4.:45 Group Reports 5:15 Review of Day /Overview of Wednesday /Adjourn	1:30 –2:30 Programmatic Issues - Jim Nindel, Jeff Shahan, Colin Davies 2:30 Overview of Site Visits - WL/Romania Staff 3:00 BREAK 3:15 Site Visits - Gavroche Center - Kasta Metal	2:00 Concurrent Sessions: ♦ USAID Staff – Training Management Issues - Jim Nindel and Jeff Shahan ♦ World Learning Staff - Colin Davies	1:15 Group Reports 1:45 ♦ Workshop Evaluation ♦ Certificates /Closing Remarks 2:30 Adjourn / Lunch	
6:00pm WELCOME RECEPTION			8:30pm ROMANIAN DINNER		

Attachment 3 Country Banner Maps

TRC Planning Phase Banner Map

Macedonia

SO:
Increased citizen's participation

Donors/TA Contractors:
NDI

IR(2.1.2) and then sub IR:
Strengthened parliamentary structures and operations

Indicator:
Rules and procedures established

Partner Organizations/Beneficiaries:
Parliament, political parties, ministries,
Public Interest groups
Media groups, Tax-payer watchdog groups

Top tier of committed and influential parliamentary leadership
Work Group

Various configurations of representatives of political parties
Work Group

Parliamentary committee chairs/ designated reps
Work Group

Knowledge needed:
What parliamentary rules are
How to apply them
How effective parliaments use their rules of procedure
Benefits of including opposing viewpoints/mechanisms to do so
Role of opposition for transparency and accountability

Performance Gaps/Potential Trainees:
Since independence, parliament is operating with out formal rules of procedure and is:not holding fully public discussions and debates.
It is used as a rubber stamp by the ruling party and is not following consistent procedures (arbitrarily imposing rules) and is violating separation powers (indiv. from working groups selected who are more open to innovation, and are influential political reps)

Skills needed:
Delegation
Participation
Listening/compromising

Attitudes needed:
Importance of transparency /accountability
Tolerance
Valuing diversity

Learner-Centered Objectives:
Compare their parliamentary operation to others
Describe how other parliaments make their decisions/processes known to the public
Examine how different parliaments establish/manage/ modify reform process - EU integration
Establish contacts for future support

Special Considerations:
Only one step of extensive process.
Training provider made aware of pre/post work including expected result from the combination of this training event with others in a long-term training program

TRC Planning Phase Banner Map

Bosnia and Croatia

SO:
(2.1) Increased better informed citizen participation in political process (Criticized by donors for government and political party control of the media, restrictive regulations which limits licensing and frequencies, prevents networking and has a fear of repercussions ($) which affects media), editorializing and electioneering).

Donors/TA Contractors:
Implementing partner IREX/ Pro media

IR:
(2.2.3.1) Sustainable independent media increases - improved access & increased professionalism

Indicator:
Number of independent TV and Radio stations increases to 8 by 1999 from 3 in 1996

Partner Organizations/Beneficiaries:
Independent TV stations
CJA Trainers (Croatian Journalist Association)

Marketers w/ I TV stations and Financial managers w/ I TV stations
Work Group

CJA Trainers who specialize in marketing
Work Group

Rating service personnel
Work Group

Knowledge needed:
basic marketing techniques
marketing strategies
strategic planning
financial management as it relates to marketing

Performance Gaps/Potential Trainees:
basic marketing techniques
strategic and marketing planning
financial and programmatic implications of marketing
non-marketing attitude
risk management

Skills needed:
design marketing plan for their station, identify viable potential advertisers, match programming with marketing and sell it this way
pricing
cold calling
researching market
prioritizing potential advertisers
designing a client's ad campaign

Attitudes needed:
self-sufficiency, client-centered, patience

Learner-Centered Objectives:
design a marketing plan
utilize marketing techniques to identify and approach advertisers
prepare a budget
develop a pricing plan

Special Considerations:
Political environment and repercussions
dangers from outside factors which may affect sustainability
mixed group
interpreter needed
materials translated

TRC Planning Phase Banner Map

Slovakia and Albania

SO:
(3.2) improved sustainability of social benefits and services

Donors/TA Contractors:
SEATS
AIHA
UNFPA

IR:
(3.2.1) Modern reproductive health service improved through improved access to information, access to services and improved quality of services

Indicator:
people exposed
#client visits
#service providers trained

Partner Organizations/Beneficiaries:
private clinic owners
OBGYN clinics
Medical university professors
Existing OBGYN associations

Local Private clinic owner/operators
Work Group

Local Directors of OBGYN clinics
Work Group

Professors of local medical universities
Work Group

Knowledge needed:
Low-cost diagnostic and treatment options
preventative measures and their application
medical standards and ethics
accessing professional information

Performance Gaps/Potential Trainees:
Bedside manner, diagnosis, treatment, preventative care, patient education, patient confidentiality, professionalism, accessing professional information

Skills needed
Communication with partners
use of equipment

Attitudes needed:
physician/patient partnership
for wellness

Learner-Centered Objectives:
Identify low-cost diagnostic and treatment options
Identify preventative measures
Identify sources of up-to-date professional information
Identify the elements of wellness partnerships
Compare/contrast patient/physician communication

Special Considerations:
over 60% practical
shadowing experiences
large urban setting/rural
low-cost setting
Later ICT

TRC Planning Phase Banner Map

FR Yugoslavia/ Bulgaria/ Romania

SO:
(3.3) Mitigation of adverse social impacts of the transition to market based democracies (NEW)

Donors/TA Contractors

IR:
Hypothetical - improved access to economic and social benefits for ethnic minorities adversely affected by the crisis in Kosovo

Indicator:
Hypothetical -
rate of employment
access to social benefits
range of social benefits

Partner Organizations/Beneficiaries:
National and local government agencies and authorities the impact upon the reform process of legislative and fiscal policies addressing the social sector
NGOs involved in addressing the issues
Leadership and participants of ethnic minorities served

Legislative groups
Work Group

Design
Work Group

Implementation
Work Group

Knowledge needed

Thoughts from Bruce

Performance Gaps/Potential Trainees

Skills needed

Attitudes needed

Learner-Centered Objectives

Special Considerations

Attachment 4

Components of the Performance Monitoring Plan for Training (PMP-T)

Part 1: Performance Monitoring Plan for Each Targeted Strategic Objective and Intermediate Result

Part 2: Baseline, Expected Results, and Actual Results for Each Targeted SO/IR

Part 3: Summary of Final Training Event Reports

Part 4: Summary of Major Conclusions from Follow-up Interviews

Part 5: Summary of Success Stories

Part 6: Summary of Complementary Evaluations

Part 7: Targeted SO Narrative

Part 8: SO 4.2 Narrative

Attachment 5

Specific Recommendations to Improve the TEOL

Table Group One

- Block out sensitive boxes to public: history, performance gaps, for example.
- If only country name and training event name are required, where is the impetus to use this tool rather than what missions are already using?
- Add TCT, ICT… as event types
- You are fixed on specific options: if a training event really is cross-cutting, how can the other SOs be indicated?
- E.1. - wrong approval authority is given. See correct authority in ADS 253 and add to TEOL.
- E.2. should include "interpreter provided" (not only waived or not needed).
- Lacks box for follow-on activities which are part and parcel of the training event.
- Confusion between training event only results and impact expected in work place.

Table Group Two

- Mission training plans page should indicate whether the training event is UST, TCT or ICT. If possible, remove "status" and "quarter" info and include TCT location.
- Give the editor /creator the option (for each box) to indicate whether information can be shared or should be hidden (so that not everyone in the general public has access).
- Editors /creators should provide as much background information as possible in relevant fields (e.g. history of assistance, other support activities, history of program that this event supports, etc.). This is extremely helpful in designing requests for training proposals.

Table Group Three

Advantages and Disadvantages of the TEOL

(+)	(-)
1. Info sharing	Confidentiality issues Sharing vs. protect
2. Standardizes and streamlines	Block sensitive fields e.g. performance gaps
3. Consistent with training	Flag public vs. non-public domain
4. Flexible, can be used by several offices simultaneously	Spell-check HSI-Tribal as % of UST Summary table Specify UST/TCT/ICT
5.	Follow-on field

Suggestions

- titles on TEOL may not be manual titles
- section "G" – Titles "Instructional trainee and travel cost" are not used in field
- why include section "F" ?

- add a section for “planned follow-on”
- in approvals section, think about adding position titles (SO team leader, program officer…)

Table Group Four

- Access - needs to be tested
  - the delete function is needed at field level
- Approval boxes - need concept approved
  - final approval
- Need to be able to limit sensitive information to public on completed programs. For example:
  - performance gaps
  - special considerations
  - some background information
- Need box for complementary activities
- Save function needs to be foolproof

Attachment 6

Concurrent Session Discussion Questions
(Friday Morning)

In-country training:

1. How can we define in-country training and how is it different from technical assistance? What are the primary characteristics of ICT? (i.e. an activity that empowers people to do something. Trainees are the direct beneficiaries. It involves transfer of information.)

2. What are we currently doing well to address the issues and problems of implementing in-country training? What do we need to do differently?

3. What guidance and policies are needed in the E&E Training Manual to ensure the quality of in-country training?

4. When TA contractors provide training, what can be done to ensure that they follow Bureau policy and procedures?

Leaving a Legacy / In-country Capacity Building:

1. In what different ways can legacy be defined? What are some possible examples of a legacy? How can TCT and ICT contribute to legacy?

2. How can we increase our support for the development of local capacity to provide training and logistics under current mechanisms.

3. What are the benefits and constraints to using local providers for training and logistics? How can the constraints be overcome?

Monitoring and Evaluation:

1. What information is useful to Missions for reporting the results / impacts of training and the relationship of training to achieving SOs and IRs?

2. What can be done to more effectively synthesize / summarize the impacts of results packages (combination of Training, TA, other inputs) on the achievement of IRs and SOs?

3. What kind of information needs to be included in the Mission training plan that will enhance the ability of USAID and WL to measure the impact of training on the achievement of SOs and IRs?

4. What specific Monitoring and Evaluation tools and methodologies would help support Mission and Bureau needs for training impact information?